

Economic Services Administration presents

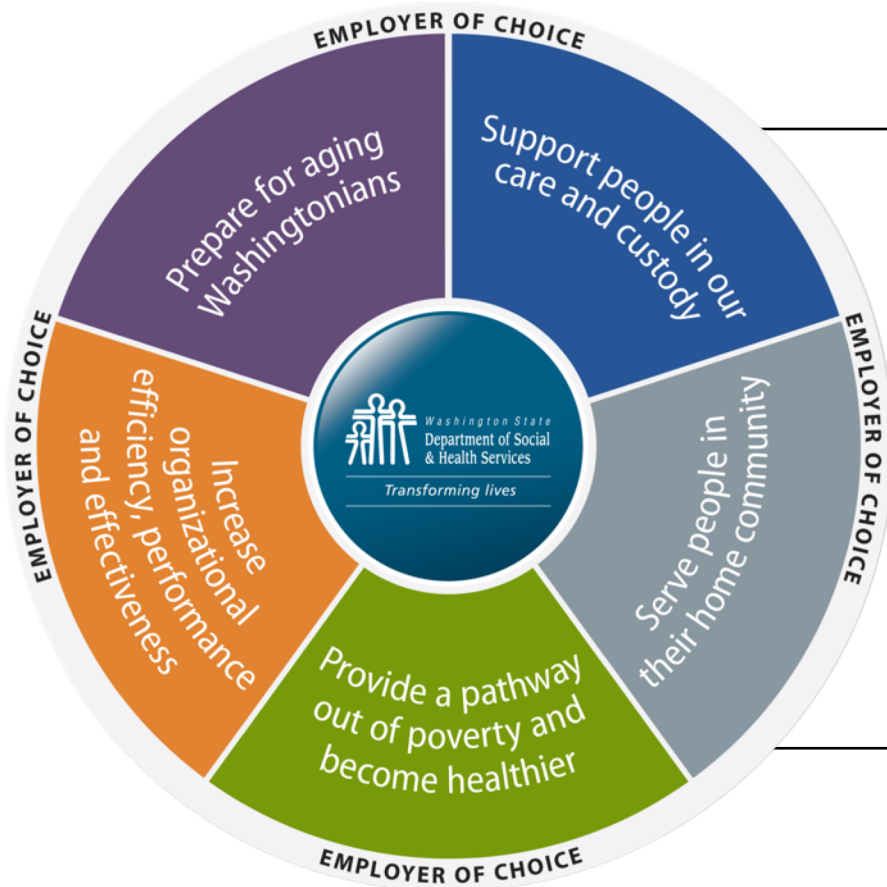
# A Human-Centered Future

A visual road map to the future of economic services designed for people and their communities.

*Part of the DSHS 2023-2025 Strategic Plan eBook Series*



# Our Unifying Mission is to Transform Lives



This wheel represents our six strategic priorities, each a critical pillar to transforming lives.

You will see these themes emerge across our plans for transforming our services.



Our DSHS Values are:

**Diversity and Inclusion**  
**Honesty and Integrity**  
**Pursuit of Excellence**  
**Open Communication**  
**Commitment to Service**



At the Department of Social and Health Services, we work tirelessly to help nearly 2 million people in Washington state navigate deeply complex systems in order to access essential human services. The strategic goals outlined here are bold, forward-thinking and aimed at dismantling barriers that stand between our clients and the tools we all need to build a strong foundation. I am excited to be with you on this journey toward equity, access and well-being for all Washingtonians.

Jilma Meneses, *Secretary*  
*Department of Social and Health Services*



It's all about the human experience. Everything we do should have Washingtonians in mind. The people. Those who need our help, those who are marginalized, those who are impacted by disparities and injustice. We want the human experience to be a Washington without poverty and injustice.

Nicole Ross, *Interim Assistant Secretary*  
*Economic Services Administration*



# We Are DSHS

## A spotlight on the staff of the Economic Services Administration

Over 3,700 dedicated ESA staff serve individuals and families through basic food, cash grants, disability determinations and much more.

Staff include:

Public  
Benefits  
Specialists

Forms &  
Records  
Analysts

Child  
Support  
Staff

Quality  
Control  
Specialists

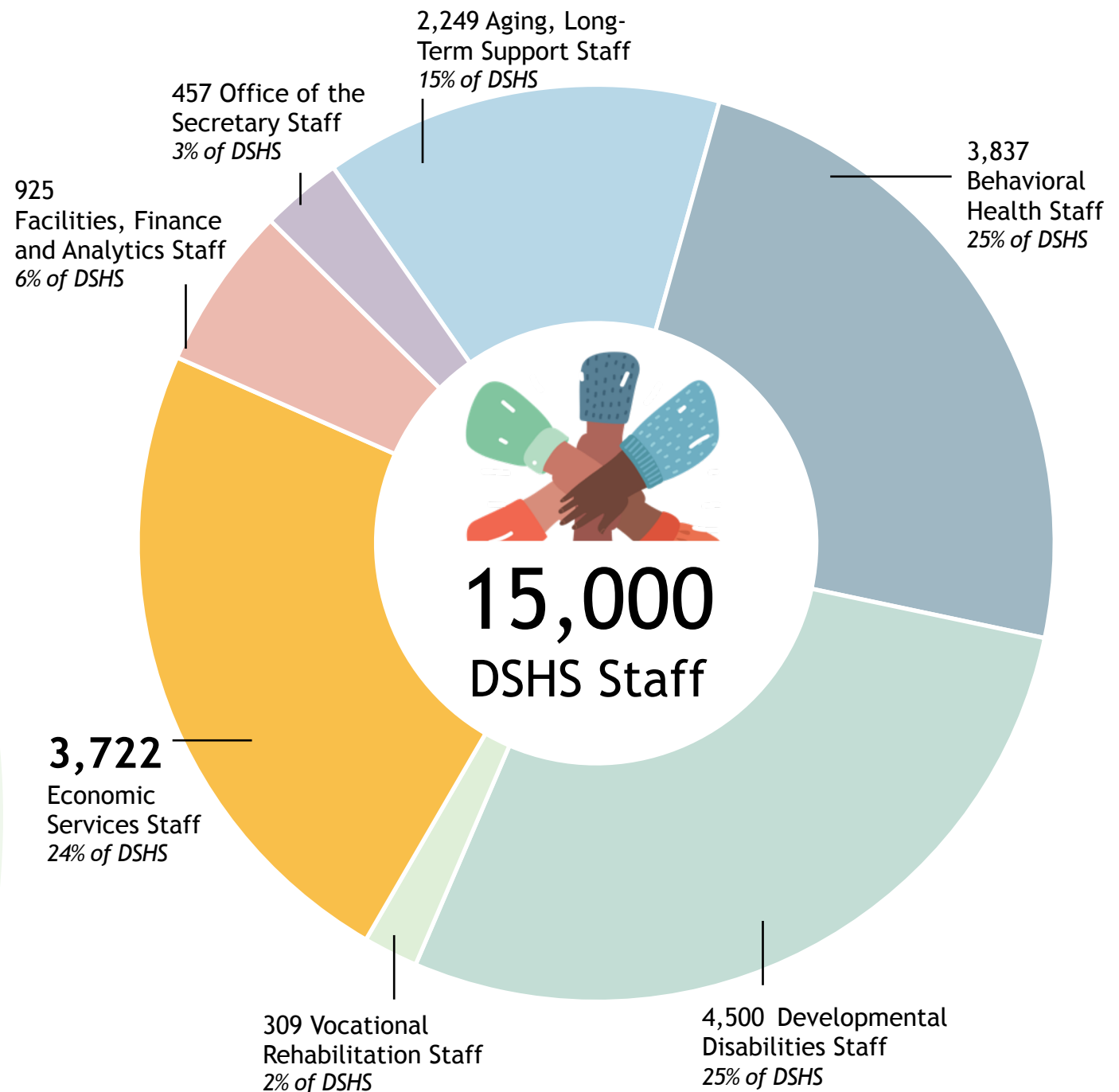
IT  
Specialists

WorkFirst  
Program  
Specialists

Disability  
Determination  
Adjudicators

Fiscal  
Analysts

And many more!

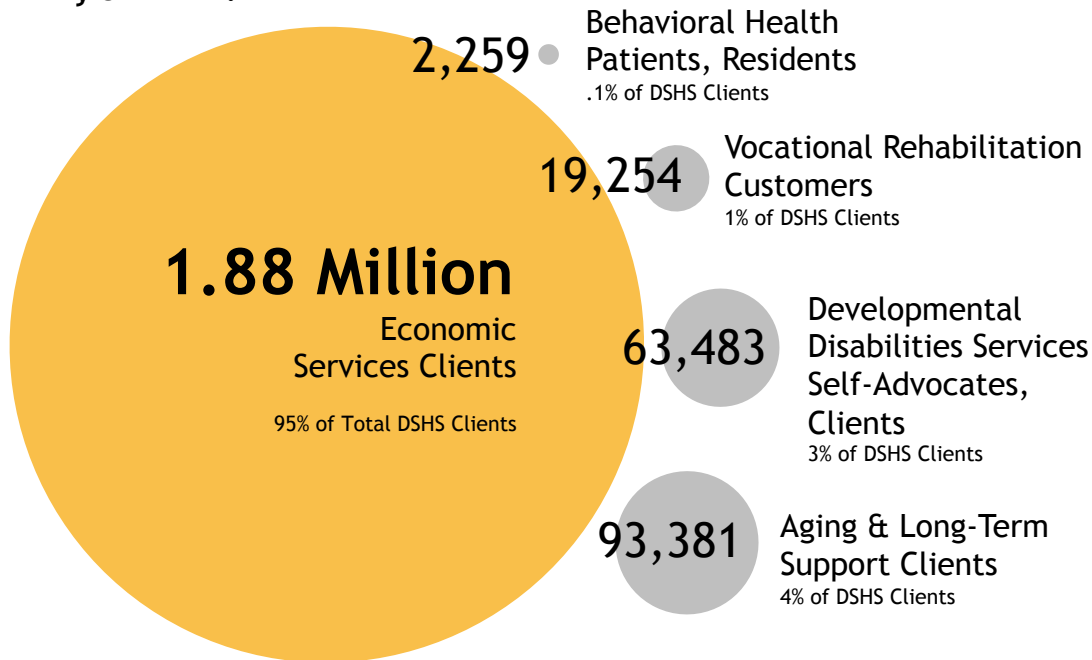




# A Look at Washingtonians Engaging in Social and Health Services

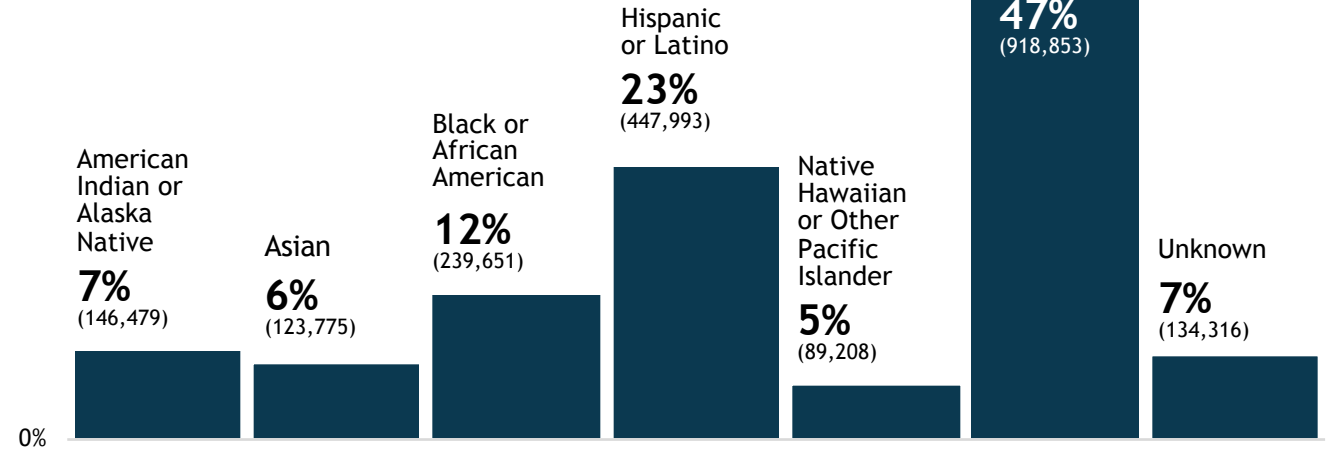
In 2020, **1.97 million** people engaged with DSHS services to support their well-being, independence and ability to fully participate in their communities.

## By Services:



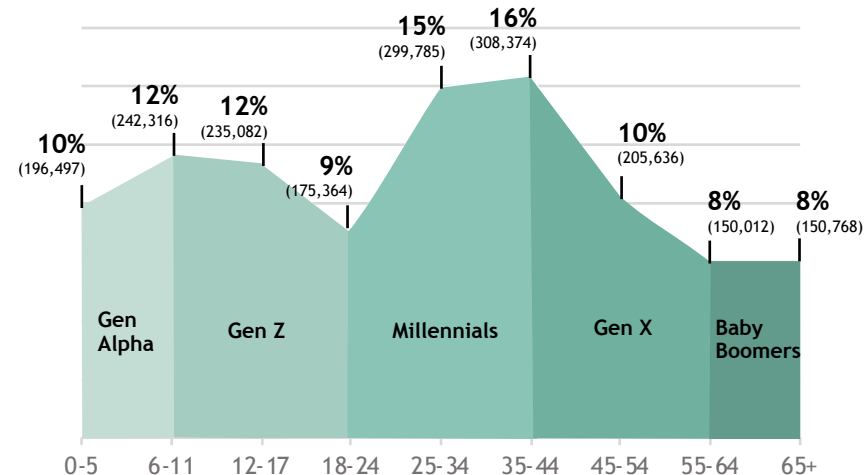
Note: Many clients receive more than one DSHS service. Total sum exceeds total number of DSHS clients.

## Race/Ethnicity



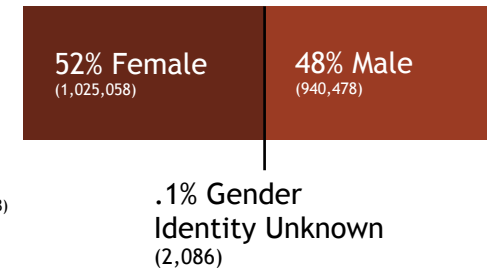
Note: Race/ethnicity groups are not mutually exclusive, with the exception of White, Non-Hispanic and Unknown. Therefore, the sum of counts across all groups will exceed the total population of clients served. We also do not currently have a way to visualize intersectional demographics, for example, reflecting transgender women of color.

## Age



Note: Generation ranges are approximate and follow age ranges based on the Pew Research Center.

## Gender Identity



Note: We recognize that people who identify as gender nonbinary, transgender and gender queer are not visibly reflected in this data set.

# A guide to our divisions

## Division of Finance and Financial Resources

DFFR provides out-of-the-box financial solutions for ESA, other stewards of the public interest and the people ESA serves.

## Community Services Division

CSD offers program assistance – food, cash, medical – and services designed to help clients build strong foundations so that they can live their best lives.

## Division of Child Support

DCS helps parents and children reach their full potential and contribute to our communities by making sure they have the resources to thrive.

## Division of Disability Determination Services

DDDS makes medical determinations for individuals applying for Title II Social Security Disability, Title XVI Supplemental Security Income benefits and Title XIX State Medical Assistance claims.

**ESA's Vision:  
A Washington  
without poverty  
and injustice**

## Office of the Assistant Secretary

OAS provides operational support, leadership and direction for all aspects of ESA's business.

## Division of Program Integrity

DPI works to ensure the public has trust and confidence that ESA programs, policies and processes work together to achieve accurate results for the people we serve.

## Information Technology Solutions

ITS delivers IT solutions and services that engage and reflect the voice of ESA's customers in the design and delivery of services.

# We are advancing equity and access

Our future is becoming an anti-racist agency without barriers to employment, services and access for our colleagues, customers and clients.

With central efforts in the DSHS Office of Equity, Diversity, Access and Inclusion, EDAI administrators, communities of practice, staff and executive leaders are working to make that vision a reality.

ESA serves our fellow human beings with kindness, dignity and respect. We commit to engaging in every possible approach to eliminating racism and all other forms of prejudice and bias in our minds, hearts and workplaces as well as the communities we serve.



“With our unifying goal of reducing poverty in a way that eliminates disparities, ESA recognizes that poverty and social oppression are tightly interwoven. It is impossible to address poverty without addressing the systemic and structural injustices that contribute to poverty. We are committed to being an antiracist, equitable, diverse and inclusive service provider and employer. We hold up our declaration on antiracism, equity, diversity and inclusion as our ‘true north, and our line in the sand.’ It is both aspirational and a benchmark for accountability.”

- Marianne Ozmun-Wells  
*Equity, Diversity & Inclusion Manager*



# Within our reach

The Economic Services Administration's goal may be big and ambitious but it's also measurable and within reach:

**REDUCE POVERTY BY 50%**  
from 2015 to 2025 in a way  
that eliminates disparities.

*To do that, it is critical to address the interconnected needs of our customers and their families, and to redesign our services based on those needs.*





# To reach our goal, we focus on:



Human-  
centered  
service  
delivery



Human-  
centered  
employee  
supports



Partnerships



Operational  
excellence

# Human-centered service delivery

We use a whole-person/whole-family approach with our customers and their families to intentionally engage and reflect their voice in the design and delivery of services.



WITHIN OUR REACH: Human-centered service delivery

# Serving customers where they live, work and play

## Broadening our reach

We are expanding the Mobile Community Services Office operations by increasing from two to eight total units. We plan to incorporate six smaller, more versatile units that will allow staff to set up wherever services are needed.



## Expanding access

We're making online forms clearer and easier to find.

We're collaborating across divisions on an online application across all benefit programs.

We're gathering customer input to improve access to services.



# Human-centered employee supports

We foster a dynamic organizational culture of fully engaged employees and a welcoming, safe and inclusive work environment.

We strive to be an employer of choice by valuing our employees, intentionally addressing employee feedback and incorporating employee insights to continually evolve.

When employees are their authentic selves at work, engagement soars and we are best positioned to achieve our poverty reduction goal.





WITHIN OUR REACH: Human-centered employee supports

# Supporting employee growth and development



ESA supports human-centered employee growth through leadership development opportunities like the ESA Mentorship Program.

The Mentorship Program will build relationships, broaden perspectives across generational and cultural differences, and foster an environment within ESA that supports succession planning and the continuous development of our employees.

We're leveraging diverse mentorship relationships to increase inclusion and break down barriers for marginalized groups.



- We're developing an intentional and integrated pipeline for internal employee development that leverages existing frameworks by developing a blueprint with training and skill sets for different levels of career progression at ESA.
- REDI (respect, equity, diversity, inclusion) culture at CSD supports employees who want to be agents of change as ambassadors. Ambassadors embed REDI principles in CSD business practices, in their teams and local offices.

# Partnerships

We strategically seek out and develop relationships with partners to provide a full complement of services and supports for our shared customers.

ESA can best accomplish its mission and unifying goal by developing, expanding and nurturing strategic relationships with key state, federal, tribal, local and community partners that serve shared customers.



# Partnerships make it work

## Working innovatively with partners to meet people where they are

Tribes are often in the unique position to best serve their communities. ESA partners government-to-government with 29 federally recognized tribes and seven Recognized American Indian Organizations to best serve tribal communities. This includes working closely with 11 federally funded Tribal TANF programs (involving 15 tribes) and eight Tribal Child Support programs.

The Port Gamble S'Klallam Tribe's Basic Food program is under an ongoing demonstration project. CSD is awaiting a decision from the U.S. Department of Agriculture's Food and Nutrition Service to approve an implementation plan to expand SNAP eligibility determination to other interested tribes.



## Diverse partnerships for our diverse population

### Department of Corrections

Facilitating access to vital reentry resources for individuals releasing from confinement facilities and returning to our communities.

### Department of Health

Increasing access for families and individuals to healthy foods at participating grocers and farmers markets through a CSD and DOH **Fruit and Vegetable Incentives Program** partnership to integrate fruit and vegetable incentives for EBT customers.

### Washington Connection Community Partnership

- We've created access points in communities where people can easily and securely learn about and apply for a broad array of services and benefits.
- CSD has a total of 723 partnership locations with assisting agencies and 665 host agency locations.

# Operational excellence

Increasing organizational efficiency makes the best use of state resources and allows for better outcomes for our customers. By focusing on our effectiveness as an organization, we increase the public trust in our ability to serve our customers and reduce poverty.





WITHIN OUR REACH: Operational excellence

# Improvement and modernization


## Improving systems to improve service delivery

DDDS is committed to quality and high accuracy rates (97%) for disability determinations.



## Modernizing and updating IT systems to better meet our customers' needs

- Modernize ESA programs and ensure all software versions are current and supported.
- Improve services for customers by working towards integrated eligibility within ESA and with Health and Human Services Coalition partners.
- Collaborate with other state agencies to move to cloud-based solutions to improve internal systems and processes.



In the last 15 years, ESA has worked to streamline and standardize processes and procedures that have allowed us to more efficiently and effectively provide services to low-income populations. But we haven't forgotten that in that streamlining and efficiency we need to also keep the person at the center of our work.

Babs Roberts, *Community Services Division Director*





*Transforming lives*

# Our journey continues ...

Learn more:

Read the full [ESA 2023-2025 Strategic Plan here](#).

See all [DSHS Strategic eBooks here](#).

